

## **SECTION 9.25 SUPERVISOR REFERRALS TO EAP**

**Last Update: 2/06**

Supervisors are encouraged to recommend the use of EAP services to employees early in the process of coaching and counseling regarding work-related problems or declining work performance.

Remind employees early and often of this resource that is available to them to assist in problem resolution.

### **EAP and Discipline**

When work performance or behavior problems have progressed beyond the coaching and counseling stage, and disciplinary action is indicated, EAP may still be a useful method to assist in resolving the problem. Supervisors may NOT mandate attendance at EAP, but may utilize a supervisory referral process.

Per the EAP policy, discipline and the EAP are separate tools. However, in attempting to solve work-related problems, at management's discretion, discipline may be held in abeyance pending the outcome of an EAP evaluation. The appropriate discipline for the offense needs to be decided, and at management's discretion may be held or set aside until the employee has an opportunity to resolve the problem. The discipline then may be modified by a successful outcome and subsequent return to satisfactory job performance.

Individual circumstances will determine whether the EAP can be of assistance in solving the problem. Your personnel officer can assist in making that determination and in outlining timeframes, etc. The EAP consultation services may also be used to help in deciding how best to assist an employee in solving work-related problems.

### **Supervisory Referral Process**

1. Determine the work performance or behavior problem. Document information about the problem (see Section 9.15).
2. Consult with your personnel officer. Call the EAP for a supervisory consultation.
3. Decide the appropriate discipline. Consider if the EAP is appropriate to the situation.
4. Meet with the employee regarding work performance issues. If a referral to the EAP is an appropriate option, discuss the discipline for the offense (have the disciplinary letter ready) and the alternative of holding the discipline in abeyance while the employee seeks help from the EAP in solving the problem. Remind the employee of the need to sign a "Release of Information" form so that attendance records can be obtained. Additional information may also be released if necessary and agreed to by the employee.

Be sure to include time limits regarding when the employee is to contact the EAP and when you will review the work situation.

5. Call the EAP and give them the name of the person being referred. Give them background information and discuss your expectations and what you want from the EAP.
6. At the previously agreed upon time, meet again with the employee to review the work situation. Depending on the situation and the employee's progress, at this point you may:
  - drop the discipline
  - proceed with the discipline
  - modify the discipline

If the employee has refused to seek assistance and/or work performance has not improved, you should proceed with the discipline for the original offense. If things have improved, there may be no need for discipline. If the offense was of such a serious nature that, even though things have improved, discipline is still necessary, you may consider reducing the discipline. Consult with your personnel officer for assistance in making this determination.